

The background of the entire image is a close-up, slightly blurred view of the American flag, showing the stars and stripes in a draped or waving manner. The colors are vibrant red, white, and blue.

**ILLINOIS NATIONAL GUARD**

**TPP 904-5**

**Performance Management**

**SUPERVISOR'S HANDBOOK**

This supersedes Technician Personnel Plan 904-5 dated 15 September 2004, Performance Management.

Users of this publication are invited to send comments and suggested improvements, through command channels, to  
The Adjutant General of Illinois, ATTN: HRO  
1301 N. MacArthur Blvd, Springfield, Illinois 62702-2399

FOR THE ADJUTANT GENERAL:

“original signed”  
GARY L. BRINNER  
Col, IL ANG  
Human Resource Officer

## **CONTENTS**

### **PERFORMANCE MANAGEMENT**

<u>SECTION:</u>	<u>PARA.</u>	<u>PAGE</u>
Performance Appraisal	1-1	3
Incentive Awards	1-2	5
Golden Eagle Awards	1-3	7
Time Off Awards	1-4	7

## **1-1 PERFORMANCE APPRAISAL:**

a. The National Guard's performance appraisal system is the program that provides the very basis for day-to-day personnel management. Performance is the key to almost every other element affecting both the individual and the mission. TPP 430, the Illinois National Guard Performance Appraisal System, provides specific guidance with respect to performance management, establishing standards and evaluating performance.

b. The following administrative instructions are to be used for completion and submission of marginally acceptable, fully acceptable, excellent and outstanding technician performance appraisals. Assignment of unacceptable appraisals must be accomplished in accordance with TPP 430.

c. Each permanent technician is required to be rated annually. The appraisal period for all ARNG and ANG technicians will end/close out 30 September and the new appraisal period will begin 1 October. Appraisals will be due in HRO NLT 30 November of each calendar year. Probationary employees can not be given an official performance appraisal rating until they have completed 12 months of federal technician service.

d. Close Out Appraisal/Out of Cycle Rating. A supervisor must complete a closeout appraisal when a technician under his/her scope of supervision is reassigned or promoted and there is not 120 calendar days remaining in the appraisal period. Supervisors departing their positions are required to complete a close out appraisal on each of their subordinates if there is not 120 calendar days remaining in the appraisal period. When a previous supervisor departed without completing an appraisal, and there is not 120 days remaining in the appraisal period to allow for the new supervisor to complete the appraisal, the reviewer will render the appraisal. If the previous supervisors failed to complete a close out and it is not possible for the reviewer to complete the appraisal, the new supervisor will render an appraisal at the end of the first 120 days of supervision of the technician of the same position.

e. Postponement/Extension of Official Performance Appraisals. Official performance appraisals may be postponed/extended, in circumstances when the immediate supervisor has not had enough time to observe the technician's performance in his/her present assignment because: (1) the supervisor or the technician is newly assigned and the 120 day requirement cannot be met (extensions will only be granted in amounts necessary to reach the 120 day requirement); (2) the technician has not been performing the regularly assigned work because of extended details or absences; (3) the technician's performance (temporarily) fails to meet standards because of illness, alcoholism or drug abuse; or (4) when a technician/group of technicians are mobilized or serve on active duty (postponements/extension approval will be on a case by case basis). Requests for postponement or extension will be forwarded in advance to the HRO, Employee Relations Specialist. The HRO may require that a request be endorsed with comment by the reviewer and approving official.

f. The employee's signature does not indicate concurrence with the performance appraisal rating. The signature indicates that the employee has received a copy of the performance appraisal. If an employee declines to sign and date a performance appraisal, that fact will be noted in the signature block by the appraiser and a witness (selected by the supervisor) statement and signature will be required.

g. Appraiser/immediate supervisor responsibilities are as follows:

1. Verify that the technician meets the following criteria at time of appraisal due date:
  - (a) served in current position for at least 120 days
  - (b) served under same supervisor for at least 120 days
  - (c) served under same performance standards for at least 120 days
2. If one of the above criteria is absent, the rating must be extended until all criteria are met. Requests for extension should be sent to the Human Resource Office, Employee Relations Specialist.
3. Complete a closeout appraisal for technicians who, through position changes of the supervisor or technician, are no longer in their scope of supervision if there is not 120 days remaining in the appraisal period. If an appraisal has been accomplished within the past 120 days a closeout appraisal is not required. If the immediate supervisor does not complete a closeout, the reviewer is responsible for the closeout appraisal.
4. Prior to discussion with the technician, discuss proposed rating with reviewing official.
5. After securing all signatures, forward original appraisal to HRO, copy to technician and maintain a copy in the supervisor's work folder.

h. Reviewer responsibilities are as follows:

1. Insure that the rater has discussed the proposed rating with him/her prior to issuing to the technician.
2. If a rating other than Fully Acceptable is proposed the reviewer should discuss the appraisal with the appropriate approving official prior to the time the appraiser discusses the rating with the technician.
3. Insure that the rater/immediate supervisor completes a closeout appraisal on technicians who through position changes are no longer in their scope of supervision. The reviewer will be responsible for completion of the appraisal in cases where the closeout was not completed by the immediate supervisor.

i. Approving Official:

1. All assigned ratings other than Fully Acceptable require approving official signature (Air Commander, Assistant Adjutant General or Human Resource Officer (as applicable) for ANG technicians and Command Administrative Officer/Chief of Staff, United States Property and Fiscal Officer, or Human Resource Officer for ARNG technicians.

2. Appraisals completed by individuals listed in paragraph 1 above require approval of a Assistant Adjutant General for Air or, as applicable, The Adjutant General.

3. Appraisals completed or reviewed by the Adjutant General require no further approval.

j. Distribution of performance appraisals after all required signatures have been secured will be as follows:

1. Original to Human Resource Office
2. Copy to Technician
3. Copy for immediate supervisor's work folder

k. Confidentiality of appraisals, should be maintained by supervisors, reviewers and approving officials. When transmitting appraisals for review and/or approval or when being distributed as indicated in paragraph h (above), every effort should be made to insure that they are available only to those with an official need to know.

l. Appraisal Scores and Ratings

90-100	Outstanding
70-89	Excellent
40-69	Fully Acceptable
11-39	Marginally Acceptable
01-10	Unacceptable

**1-2 INCENTIVE AWARDS:** The National Guard Incentive Awards Program is designed to motivate technicians of the National Guard to increase productivity and creativity and to achieve greater efficiency, economy and improvement of operations. It also provides a method for rewarding technician's whose job performance and ideas are substantially above normal job requirements and performance standards and provides for consideration of performance contributions throughout the National Guard and the Federal Government. The Incentive Awards Program will be endorsed and vigorously supported by all levels of management and will be administered entirely on the basis of merit. TPR 451 and Supplement, National Guard Incentive Awards Program also provides additional guidance on awards.

a. Quality Step Increases (QSI) should be used only by management officials as recognition of service that significantly exceeds high quality job performance by General Schedule technicians and supervisors. A QSI is not to be repeated on a purely automatic basis, but should clearly show that the technician's performance is deserving of such recognition. If a technician has received a QSI, the justification for another such increase in the same grade and position must provide specific evidence of increased quality of performance over and beyond that on which the previous increase was warranted.

(1) Eligibility. As a minimum, a period of high quality performance for this award is 12 months in the same job and grade level. To be eligible for a QSI, the technician's overall performance appraisal must have been at the outstanding level or higher with a minimum of 90 performance rating points and with at least 50% of the critical job elements rated at the outstanding level. Such performance must also be expected to continue at the same level of competence.

(2) A QSI is not appropriate when a technician is about to receive or has just received a promotion. In cases where a promotion action is pending prior to final action on a QSI, the QSI will be held in abeyance pending the outcome of the promotion. If the promotion is disallowed, the QSI should continue to be processed.

(3) A QSI may not be granted when it is based in whole or in part upon a specific act or any period of service that served as the basis for a previous award.

(4) Periods of extended absence (i.e. in excess of 30 days) cannot be counted when determining the period of service to be recognized.

b. A Sustained Superior Performance (SSP) is a monetary award in recognition of significant superior performance of duties and responsibilities that clearly exceed the technician's assigned position requirements.

(1) Eligibility. The technician's most recent overall performance appraisal must be at the excellent or higher level and have a minimum of 80 performance rating points. Sustained superior performance on which the award is based must have been maintained for at least 6 months and in the same job and grade level, unless the technician was demoted during the period for reasons other than cause. Award eligibility will not be affected by position changes occurring after the period covered by the recommendation. However, an SSP is not appropriate if a technician is about to receive or has recently received a promotion.

(2) Nominations must be submitted to the program manager within 30 calendar days after completion of the period of service to be recognized. A technician's current performance appraisal will be used as justification in support of a nomination, provided it is not more than 60 days old. If the technician's performance appraisal is more than 60 days old, a new performance appraisal must be completed before being considered for an SSP.

c. The NGB Form 32 is used for submitting nominations for Sustained Superior Performance (SSP), Quality Step Increase (QSI) and Golden Eagle Awards.

d. Only the original NGB Form 32 is necessary for processing. The Approving Official (block 10) for the NGB Form 32 is the Command Administrative Officer, United States Property and Fiscal Officer, or the Human Resource Officer as appropriate for ARNG and the Base Commander or Assistant Adjutant General for Air as appropriate for ANG technicians. The Adjutant General has final approval authority.

e. When the performance appraisal (NGB Form 430-1) is used as the justification for the awards, a copy of the appraisal and the standards must be submitted along with the NGB Form 32. Supervisors may submit the award recommendations at the same time as the performance appraisal, which allows the approving official to consider both actions simultaneously (in this case, please insure a separate copy of the appraisal is submitted with the award).

### **1-3 GOLDEN EAGLE AWARDS:**

a. The Golden Eagle Award Program is a “Special Act of Service” recognition designed to improve workforce motivation and effectiveness. Unlike other incentive awards, Golden Eagle Awards are on-the-spot awards designed to recognize and quickly reward one-time and short-term efforts by technicians that result in service of an exceptionally high quality or quantity. Golden Eagle Awards are not intended to replace existing incentive and performance awards nor should they be used when monetary awards of greater value are merited.

b. Eligibility – All permanent excepted and competitive technicians employed by the Illinois National Guard and all temporary indefinite and temporary technicians approved for 120 days or more are eligible to receive Golden Eagle Awards. No technician may receive more than three within a Fiscal Year.

c. Amount of the Award – Golden Eagle Awards may range from a net amount of \$100.00 to \$250.00 in increments of \$50.00.

d. Recommendation and Justification of Award – Supervisors should make recommendation as soon as practicable but no later than 30 days following the special act or service to be recognized. NGB Form 32, Recommendation for Incentive Award will be used for recommending technicians for Golden Eagle Awards. Written justification for the award should be brief (normally no more than one paragraph) and must be attached to the NGB Form 32 when forwarded to the approving official.

### **1-4 TIME OFF AWARDS:**

a. Time Off Awards are excused absences granted to technicians without charge to leave or loss of pay. A Time Off Award may be granted in recognition of a special act/service or other personal effort that may or may not be within the technician’s normal job requirements. The contribution or achievement for which the technician is granted a Time Off Award may not be used as the basis for any other incentive award (i.e. Sustained Superior Performance Award, Quality Step Increase or Golden Eagle Award).



b. All permanent excepted and competitive technicians employed by the Illinois National Guard and all temporary indefinite and temporary technicians appointed for 120 days or more are eligible to receive Time Off Awards.

c. Full-time technicians may be granted up to a total of 80 hours of time off during a leave year. Time off may be granted in amounts of up to no more than 40 hours for a single contribution.

d. Supervisors may grant a Time Off Award for a maximum period of nine hours. Time Off Awards recommended by the supervisor in amounts of 10 to 40 hours must be approved by the Chief of Staff or the Air Commander.

e. A SF 52, Request for Personnel Action, will be used to document each approval of a Time Off Award. The number of hours granted would be shown in block 20 (salary/award) of the SF 52. Part D on the reverse side of the SF 52 must contain a brief justification for the award (If an appraisal is the justification, Part D must clarify this in addition to listing the appraisal score and date, and a copy of the appraisal must be attached to the SF 52).

f. Time Off Awards must be scheduled and used within one year from approval date. There are no provisions to reinstate Time Off Awards.

g. Scheduling is subject to supervisor's approval

h. A Time Off Award shall not convert to a cash payment under any circumstances.